



**STATE OF WASHINGTON**  
**OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR**  
DIRECTOR'S REVIEW PROGRAM  
*521 Capitol Way South, P.O. Box 40911, Olympia, WA 98504-0911*  
*(360) 664-0388 · FAX (360) 586-4694*

October 26, 2011

TO: Teresa Parsons, SPHR  
Director's Review Program Supervisor

FROM: Kris Brophy, SPHR  
Director's Review Program Investigator

SUBJECT: David Huffaker v. Washington State University (WSU)  
Allocation Review Request ALLO-11-015

Mr. Huffaker's position was reallocated effective April 21, 2011, following a management-initiated position review based upon an updated online Position Description Summary received by the WSU Human Resource Services office. As the Director's designee, I carefully considered all of the documentation in the file, including the exhibits presented during the Director's review conference and the verbal comments provided by both parties. Based on my review and analysis of Mr. Huffaker's assigned duties and responsibilities, I conclude his position is properly allocated to the Waste Collector classification.

**Background**

WSU Human Resources (WSU-HR) conducted a position review following submittal of a management-requested reclassification for Mr. David Huffaker's position (Exhibit B-2). In its submitted online Position Summary form, management requested that Mr. Huffaker's position be reallocated to the Waste Collector classification. By memorandum dated April 5, 2011, WSU-HR notified Mr. Huffaker that his position was being reallocated to the Waste Collector classification, effective April 21, 2011 (Exhibit B-1).

On April 25, 2011, the Department of Personnel received Mr. Huffaker's Request for a Director's Review appealing WSU's reallocation determination (Exhibit A-2).

On August 25, 2011, I conducted a Director's review telephone conference. Present during the conference were David Huffaker; Mr. Gary Stamper, Maintenance Mechanic 2, Facilities

Operations; Mr. Rick Finch, Waste Management Supervisor; Ms. Kendra Wilkins-Fontenot, Assistant Director, Human Resources; and Ms. Bonnie Carothers, Human Resources Assistant.

During the conference Mr. Huffaker entered additional exhibits which are related to a separate position review request submitted by Mr. Huffaker on April 6, 2011. (See exhibits A-4 – A-7). These exhibits were subsequently received by mail on August 29, 2011. This information has been added to the record but will not be considered part of this review as they are part of Mr. Huffaker's separate position review. This was verified by Ms. Wilkins-Fontenot via email dated October 19, 2011 (Exhibit C-1).

### **Rationale for Director's Determination**

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

### **Duties and Responsibilities**

Mr. Huffaker collects and assists with the sorting and processing of University waste and recyclable materials. Mr. Huffaker drives and operates waste trucks, roll off trucks, and a curb-side sorter truck. His duties also include operating and maintaining the University's incinerator, picking up bio waste, and performing related administrative tasks related to incinerator operation.

The updated position summary submitted by management personnel effective April 21, 2011 describes Mr. Huffaker's duties and responsibilities as follows:

- 50% Drive and operate waste/recycling trucks and waste/recycling equipment with a capacity of at least 16 cubic yards to collect and remove waste and recyclable materials from university buildings and maintain assigned collection schedules.  
  
Operate vehicles in a safe and courteous manner.  
  
Provide customer service; communicate procedures and policies to customers.
- 20% Operate medical waste incinerator and pick up bio waste.
- 15% Perform other waste collection and recycling route duties including the operation of smaller trucks and vans and the processing and warehousing of materials.
- 10% Service and maintain vehicles and equipment, move, place and relocate waste containers.  
  
Clean up and maintain waste management areas and grounds.
- 5% Perform other duties as required.

During the review telephone conference, Mr. Rick Finch, Waste Management Manager and Mr. Huffaker's second-line supervisor, stated that he reviewed a tracking report of Mr. Huffaker's work, which itemized Mr. Huffaker's waste collection and incinerator-related duties for the six-month period from July 2010 through December 2010 (Exhibit B-2). He stated this information was used to assist in determining the percentages of time used in the position description summary for Mr. Huffaker's position, which became effective April 21, 2011.

#### Summary of Mr. Huffaker's Perspective

Mr. Huffaker acknowledges in his letter of appeal that his time cards indicate he spent twenty-two percent of his time performing incinerator-related work (Exhibit A-1). However, he asserts he did not accurately complete the time cards because he was not instructed properly on how to fill them out, stating that his supervisor told him it did not matter where the time was allotted as long as the total hours per shift added up to eight hours per day.

Mr. Huffaker asserts he spends the majority of his time performing incinerator-related work. In his appeal letter, he states he subsequently reviewed his previous six-month work history with his supervisor and determined that 57% of his time was spent performing incinerator-related work. During the review conference he explained his duties as follows:

- 21.8% Biohazard Collection – Collecting biohazard materials for incineration.
- 12.0% Logistics - Checking emails, answering phone calls related to incinerator business and supplies, and responding to biohazard-related questions.
- 6.0% Cleaning - Pulling ash out of the incinerator, cleaning and conducting general maintenance. Completing all burn reports and alarm reports.
- 6.0% Scheduling - Assessing burn times based on materials to run. This includes quantifying and putting together materials for burns.
- 11.2% Burning - Running the incinerator. For the last year we were running 18 hour days and running two shifts of 9 hours each. There are three operators covering the shifts.

During the review telephone conference, Mr. Huffaker indicated his duties basically remain unchanged and the majority of his work involves performing incinerator operation. Therefore, he asserts his position should remain allocated to the Incinerator Operator class.

#### Summary of WSU's reasoning

WSU asserts there has been a reduction in the total hours of operation of the University's incinerator over the past three years and that the majority of Mr. Huffaker's assigned duties and responsibilities now involve waste collection. WSU acknowledges Mr. Huffaker acts as an incinerator operator on a rotating basis with other staff and that a portion of his duties involve operating and maintaining the incinerator and performing related administrative reporting related to incinerator operations. However, WSU asserts these duties are not the primary focus of his position and are not performed a majority of the time. WSU asserts that in accordance with the management-requested position summary description of duties which indicates he spends approximately 20% of his time performing incinerator-related work, the majority of his time

involves waste collection. Therefore, WSU asserts Mr. Huffaker's position is properly reallocated to the Waste Collector class.

### Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by definition and distinguishing characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification.

When determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. See *Dudley v. Dept. of Labor and Industries*, PRB Case No. R-ALLO-07-007 (2007).

### Comparison of Duties to Incinerator Operator

The Definition for this class states:

Under general direction, independently operate, maintain and perform minor repairs on a medium-sized (750-1200 pounds per hour capacity) medical/pathological incinerator. Monitor computerized incinerator operating system and respond to system failures. This is a single class, not part of a series.

During the review telephone conference, Mr. Finch stated that WSU facilities management maintains an electronic tracking system for work performed for its Waste Management staff, which includes Mr. Huffaker's position.

Based on the University's review of Mr. Huffaker's work records (i.e. Exhibit B-3), a portion of his time is spent performing incinerator-related work. This includes operating and maintaining the incinerator, picking up bio hazard waste, and performing other administrative and reporting tasks. However, the majority of his time is not spent performing this work. WSU determined from those records that Mr. Huffaker spent approximately 20% of his time performing incinerator-related duties.

Mr. Huffaker completed itemized time cards which were used to track his work on a daily shift basis. Mr. Huffaker acknowledges his formal time records show he spent approximately twenty-two percent of his time performing incinerator-related work (Exhibit A-1).

My review of the tracking report indicates Mr. Huffaker worked a total of 832.75 hours for the six month period between July and the end of December 2010. During that time, the records indicate he spent 220.5 hours or 26.5% of his time performing incinerator-related work, broken down as follows:

Source: Exhibit B-3	
Task	Hours
Incinerator Operation	81.0
Pick Up Bio Boxes	43.5
Pick Up Tissue	3.0
Maintenance/Repair	44.5
Administrative, et.al.	48.5
Total:	220.5
Total Work Hours reported:	832.75
Percent of Time:	26.5%

On the basis of the totality of information presented by the parties, Mr. Huffaker's duties related to incinerator operation do not represent the majority of his duties and are not the primary focus of his position as described in management-initiated position summary effective April 21, 2011. Therefore, because the majority of Mr. Huffaker's duties do not involve performing incinerator-related work, his position should not be allocated to the Incinerator Operator class.

#### Comparison of Duties to Waste Collector

The Definition for the Waste Collector class states:

Drive refuse trucks and collect campus refuse and garbage.

The Distinguishing Characteristics for this class state:

Positions allocated to this class have as the principal duty the collection of campus garbage and refuse. This involves driving and operating packer or dump trucks with a capacity of at least 16 cubic yards.

Mr. Huffaker collects and assists with the sorting and processing of University waste and recyclable materials. Mr. Huffaker drives and operates waste trucks, roll off trucks, and a curb-side sorter truck. His duties include picking up bio hazardous materials for incineration. This is addressed in the typical work statement for this class which states, "...checks waste hauled for dangerous or hazardous material..."

Based on the overall duties and responsibilities assigned to his position, effective April 21, 2011, the Waste Collector classification best describes Mr. Huffaker's position.

A position's allocation is not a reflection of performance or an individual's ability to perform higher-level work. Rather, it is based on the majority of work assigned to a position and how that work best aligns with the available job classifications. Based on the level and scope of the overall duties and responsibilities assigned to Mr. Huffaker's position, the Waste Collector classification is the best fit.

**Appeal Rights**

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board . . . . Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911.

You may file in person at 521 Capitol Way South, Olympia, Washington. Fax number (360) 586-4694.

For questions, please call (360) 664-0388.

If no further action is taken, the Director's determination becomes final.

c: David Huffaker, WSU  
Gary Stamper, WSU  
Kendra Wilkins-Fontenot, WSU  
Lisa Skriletz, DOP

Enclosure: List of Exhibits

**DAVID HUFFAKER v WSU**

**ALLO-11-015**

List of Exhibits

A. David Huffaker Exhibits

1. Letter of request for Director's Review received April 25, 2011
2. Director's Review request form received April 25, 2011
3. WSU reallocation letter dated April 5, 2011

Additional Exhibits:

Submitted (faxed by WSU-HR) during review conference:

4. Note dated April 7, 2011 from James Parvin to Kendra Wilkins-Fontenot stating he signed the questionnaire.
5. Memo dated April 14, 2011 from James Parvin to Kendra Wilkins-Fontenot, with additional information regarding the questionnaire submitted by Dave Huffaker.
6. Memo dated April 15, 2011 from Rick Finch to Kendra Wilkins-Fontenot regarding the Position Questionnaire submitted by David Huffaker.

Submitted (by David Huffaker by mail) on August 29, 2011:

7. Handwritten note from David Huffaker to Kris Brophy dated August 25, 2011 enclosing the following:
  - a. Email string dated March 10, 2011 from Dennis J. Rovetto to Richard Finch and Sarah Earhart regarding: DH PRR
  - b. Email string dated March 6, 2011 from Richard W. Finch to James Parvin regarding: FW: Huffaker review documents
  - c. Duplicate of A-4
  - d. Duplicate of A-5

B. WSU Exhibits

1. WSU reallocation letter dated April 5, 2011
2. March 2011 Position Description with electronic signature
3. Tracking Report showing recorded work hours for Dave Huffaker
4. Plant Services Organizational Chart
5. Class Specification for Incinerator Operator (602I)
6. Class Specifications Waste Collector (632F)

C. Director's Exhibits

1. Email from Kendra Wilkins-Fontenot dated October 19, 2011 verifying Mr. Huffaker's additional exhibits (i.e. (A4-A7)) relate to the employee-initiated position review request submitted by David Huffaker on April 6, 2011.